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Integrated Cluster Guide Retreat Minutes [January 11, 2017]

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Cluster Guide Retreat Minutes

Meeting Date and Time: January 11, 2017 at 9:00AM

Meeting Location: Lamson Open Lab 114

Retreat Start: 9:07AM

Introduction (Ross Humer, please see handout of general timeline for retreat):

Annette would like to remind everyone about Ian's email that had mentioned Plymouth magazine will be online and he wants to highlight the Guide's voices, but only two people have scheduled a time to be interviewed. Annette will forward email again for people that would like to get in touch with Ian and schedule a podcast session.

The first exercise will be a bit of a reflection. The Guides should spend some time drawing an outline of what has been happening thus far as a Guide community (key milestones and accomplishments that have been made). Everyone broke out into groups for ten minutes to complete the first exercise.

Reconvened at 9:30AM (Ross):

Group on: their group went very visual. Started out with nothing but an idea and a purpose. They then nailed down what they wanted to do and put in place some mechanisms and funding to get it done. They then put a process into place to make an impact, and as a result the Cluster Initiative continued to grow (marketing and getting the message out). At the present they are now trying to catch up and lay a solid foundation for what they can build off.

Group two: Their group's path starts with when the Clusters were named, and then continues on to when there was a call for Guides. After that there was the process for becoming a Guide with early meetings in Frost, then independent meetings, summer meetings, etc. Following that was the period of projects actually occurring, starting at University Days, and trying to explain to the rest of the faculty and staff what a Cluster was. Finally there was funding, kickoff of projects, consolidation of programs, and new Guides.

Group three: During the winter of 2016 the faculty started to gain more of an understanding of what Clusters are, and the Guides started defining Clusters and created a common language for the project proposal process and Cluster mission statements. During the Fall there were more meetings being generated with external partners, more funding and un-funding of Cluster projects, curricular changes. Things are moving forward and the entire university is becoming more Cluster oriented.

Group four: The Cluster Guide's greatest achievements were recruiting, advising, and supporting more faculty. But the growth needs to continue; they are moving forward but at a slower pace.

Group five: During the Fall of 2016 they starting setting up a mission, and the beginning of Cluster's meeting was met with a lot of hashing out of roles and ideas. Everyone had to work through conflicts, but once they decided to not look back and just move forward there has been much more productivity. There is only a small core of participants in the Clusters and they need to figure out now how to get more people involved.

Conclusion (Robyn):

Robyn expressed the need to get more people involved to be able to move forward. President Birx wants everyone to move forward into larger teams. The question now is, how can we pull in more faculty and staff? The bigger picture is starting to come into focus, but it is still evolving. The Guides need to get their story/history out. What are the lessons you have learned in the past year or so regarding the Cluster transition?

1. Patience and time to let things snowball. The beginning was frustrating but it all happened the way it needed to happen.
2. Didn't anticipate back pressure. The outside world moves faster than the university and we need to focus more on cultural changes.
3. Finding the concept of multidiscipline and projects merging across the university. Also realizing the opportunity to be more transparent and share ideas across Clusters. At first, no projects were being developed but once more people got on board development got stronger and faster. They are still having difficulties working out how projects will be processed and funded.
4. Funding. There is a force of gravity working to bring things into the middle and it is costing faculty time because of the poor funding process. Faculty are not able to pay people because of the lengthy process and it worrying bringing outside partners into this same mess.
5. How will faculty establish external partnerships and what is the protocol? Robyn said the word "partnership" would be more like an MOI, but if you'd like a more formal relationship with an outside partner CFBCP will be able to help.
6. What should faculty do when they want to pay a partner for services, facilities, visit, etc.? This would be a transactional contract and Ben would be the person to contact for that. However, you may want to talk to HR and possibly make them and adjunct staff and pay hourly.
7. Initially the concept of what a Project should be and its criteria were far too narrow, and as a result a lot of good Projects were getting rejected. Funding should be more liberal so that more Projects can be accepted.
8. Communication/involvement among Clusters is an issue. How can they best communicate with each other? A large percentage of the faculty is already so busy, so how can they become more involved?
9. There are still some problems with the four-credit model because the curriculum is not easy to integrate into new model.

Group broke out to complete second exercise.

Reconvened at 11:00AM (Ross):

IC Project:

1. Flatter means flatter. Authority needs to be extended, less bureaucracy.
2. Flipping things so we look externally and not just internally (teaching lecturers, students, partners, etc.)

FY Themed Gen Ed:

1. FYS, getting fellowship up and running to make FYS what they ideally want to be.
2. Creating avenues and documents for clustering courses (cluster codes) for tracking students.

PR, Marketing, and IT:

1. Request from Project leaders a lay synopsis of what projects are about with a picture. Basically create a database of what current and past projects are for people to access.
2. Projects of the week in a weekly email for faculty to see (as a way of getting information out there).

Students/Staff Partner Engagement:

1. Helping faculty identify classes that could be turned into massive projects for students (projects in already existing courses).
2. Using university clubs to look at potential projects (submissions through them which would include students and external partners).

Denise:

Next exercise will be focused more on the bigger picture thought process and “wicked problems”, and how they could be incorporated into FYS and Gen Ed. Part of the goal is to create a better vision of the Cluster Initiative, and to help people share in the development. The exercise is geared to get everyone thinking about essential questions and ideas (focused around UN tiles). See Appendix B for each group’s result.

Part II (during lunch):

1. Mission statement (reflection)
2. Projects (reflection)
3. Wicked/Essential Questions (read aloud)

Reconvened at 12:45PM

Wicked/Essential Questions:

1. Matt: what is the role and responsibility of art/technology in defining what is truth?
2. Annette: how can we encourage people to care about health? How do we enhance health and wellbeing?
3. Cynthia: relationship between life and death?
4. Chris: how sustainable is PSU and how can we make it more sustainable? How can we create a project based around the concept of making PSU have zero impact on the environment?
5. Chris Chabot: how does inquiry allow for learning?
6. Elliot: how do we understand the world as a scientist or through mathematics?
7. Cathie (building off of Elliot’s question): why do people have misunderstandings about the world from a scientific and historical standpoint?
8. Adam: how can sustainability make the world more equitable?
9. Robyn: ethics in these questions?
10. Barbara: why does our economic system have to rely on growth?

President Birx (1:00PM):

President Birx started by talking a little bit about reviewing why the institute is restricting academically. The academic side and administrative side over time got further and further apart, and so the goal now is to limit the administrative structure and adjust it for what it can do for the academic side – creating a better environment to work in. President Birx talked about the need for proliferation of disconnected programs not related to each other for better core strength. The goal is to evolve into a new structure, and to have everyone work together towards what a new academic and administrative structure could be. There is a lot to be done, but when you put programs together you get stronger thinking as a whole. The question is, how do you move in that direction without creating chaos? The guides are really bringing everyone else forward, but now if you want it to work you have to bring more faculty in to help figure out how to run the new structure TOGETHER. Central Administration will be working so that services needed will come together as one unit (to the extent they can within the structure they have). In the past, Clusters have been team led. With representatives from each community to serve on a leadership team together. The goal being to have clusters that have strength, power and resources to move forward strategically and operationally. All in all, a Faculty team-led approach is the way President Birx would like to go.

Questions for the President:

1. Cathie LeBlanc: is the goal to consolidate committees? Birx answered that currently there are a lot of staff/faculty committees that don't have the ability to effect change, so the goal of the cluster unites will be to have that power to make things happen.
2. Chris Chabot: How would each cluster look graphically? He understands the leader idea, but what about the disciplines? What will they be able to do individually? Birx answered that it will be different for each cluster, but the disciplines will need to come together to plan on how they would like to move forward as a group. It will then be up to the cluster leaders to determine how much they want to delegate. He would encourage to look at a broader perspective, because what will naturally happen over time is the departments coming together to make changes collectively.
3. Elliot Gruner: Elliot feels they have not been successful in terms of leadership and messaging, and wishes that communication from Administration would be more consistent as it creates a level of distrust among faculty. Birx answered that they have tried to be as consistent/transparent in conversations he's had as possible. They are all trying to get on the same page so no distrust would occur. He believes the point is that this is a team even and cluster guides are the ones laying it out – he is only here to make suggestions.
4. Concern about the one-size-fits-all concept (there will need to be tailoring for each concept) – what do they do about offices? Birx answered that some disciplines have things that others don't need, and vis versa. This is where you need to communicate with each other about individual needs.
5. Brad: Now that they are changing their perspectives, they need to realize it is no longer just the university but outside shareholders, as well. Birx answered that this is the reason they have a flexible framework. This is the great thing about having seven clusters to experiment with) all administration shouldn't be universal).
6. Adam Keul: Adam wanted to note that they could grow independently, but it would be helpful to have guidelines and know who will be making decisions moving forward for each cluster (there are logistics that need to be worked out before they can starting moving ahead).
7. Cynthia: which tasks will be centralized? Can we create a common scheduling format to utilize the space we have? Birx answered that it is undetermined how far that centralization will go as of yet.

President Birx asked what the key things the guides needed to know to move forward.

1. Cathie: sees how clusters are laid out now and it seems like a nightmare because there are different processes and ways of doing things that they might not all agree on. Birx responded that initially it will seem like the clusters will want to choose their own paths but you will discover a lot of commonality among them.
2. Elliot: noted that they haven't brought everyone together to work this out (more than just the cluster guides. He doesn't know how to convince colleagues to be confident in the new structure if we're not involving everyone beforehand. Birx answered that the group needs to come to a point where they can see far enough into the future to bring outside faculty/staff in (need to know just enough to see it conceptually to be able to have a dialogue with an outside audience).

President Birx spoke about the need to have the administrative side of things decided, THEN what the common elements among clusters are, THEN where responsibilities will lay. If the cluster guides can answer these three areas it will give a solid base to move forward. They need to be advocates for everyone. President Birx suggested to work on a draft. Do it by cluster to brainstorm and then come together to find commonalities/differences to move forward.

Chris Chabot suggested a total of 8 weeks for clusters to come up with individual ideas. The first four weeks to meet individually among clusters. Then the second two weeks to come together as a group to discuss what

they've come up with (all three deans need to be present for this meeting). The two weeks after that is to share ideas with constituents (broader cluster audience). Ross will set dates and constructs and send it to guides.

Reconvened at 2:20PM (Ross):

Ross began by asking what they would like to bring to the Chairs. This could possibly suggest a lot more preliminary work or another mini retreat.

1. Chris Chabot: suggested informing them of their latest conversation with President Birx, and collectively deciding how clusters will be run. The last few CG meetings have been "not there yet", but now they can start to chart the direction of where they want to go.
2. Cathie LeBlanc: Cathie stated that the Chairs still don't have a great enough sense of what the Guides are doing, and the Guides need to step back and speak more generally to the Chairs about what has been going on. Presenting without context will not be useful – they need to find out what responsibilities they are worried about falling through the cracks and what they want the clusters to do for them.
3. Adam Keul: Adam would like a timeline on how much time to spend on each of these aspects.

Ross: they are going to be going to the Chairs with a concept of a solution, NOT a final solution.

1. Cathie LeBlanc: Cathie stated that the Chairs can provide insight for the way things currently work, and can provide leadership with initiatives in their departments.
2. Cynthia: thinking about the idea of three directors across the seven clusters and then someone above them (Provost perhaps) for management decisions. Might have to improvise some aspects to make it work.

Ross: What does leadership mean in the context of clusters? Risks, opportunities, threats? Where do we want to make investments for the clusters to move forward and thrive?

1. Cathie LeBlanc: is the cluster director going to be more like the Chairs or like the Deans? Peer or not peer?
2. Adam Keul: do we know for sure that guides will continue through summer? Would it be productive?
3. Cynthia: one thing the Deans' do have in place is for some of the programs they have coordinators (for Grad programs). They will share this detailed description with the guides.
4. Chris Chabot: would like to ask Chairs to help with capturing some of their department members in terms of what they have done with Projects.

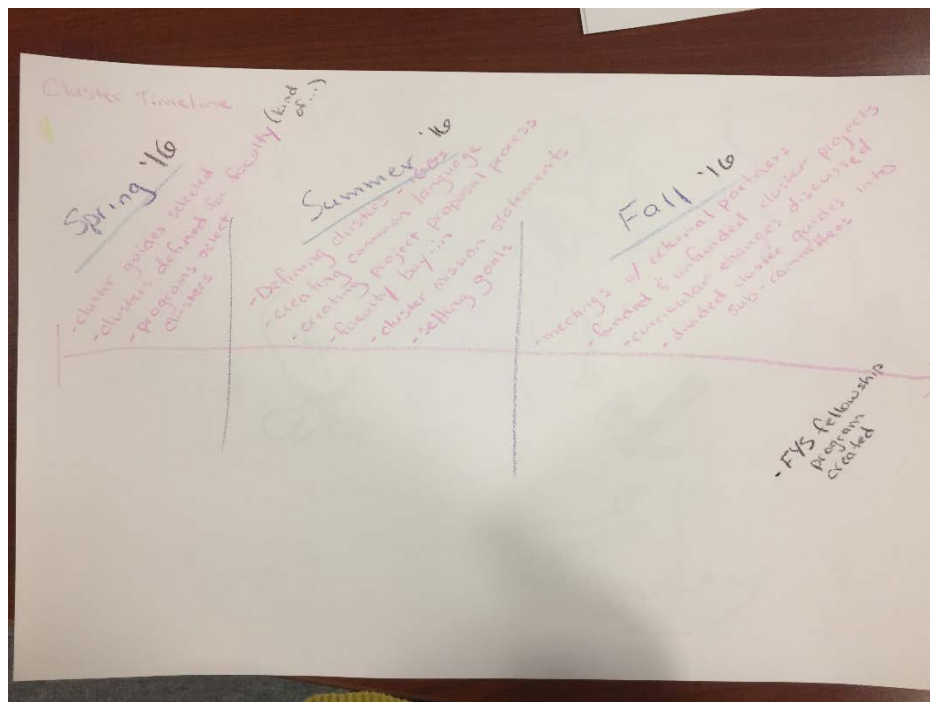
Ross: plan to meet back up on the 19th to go over everything before the Chairs' retreat. Ross would like everyone to send him information about the three areas the President mentioned (administration, commonalities, and responsibilities).

Retreat adjourned at 3:00PM.

Appendix A

Materials from the retreat:

Guide Training July/Aug	Sept	Nov	Dec.
	- projects	- Survey to Polaris	- created cluster plan
	- proposals		Destination Mktg
Aug Overview presentation C university days	- approach →	First off site project meetings	
	- Level 1+2	- course R2R	
		- Total Scope	
	- developed Guide profile		
Jan.	- Use of Portal		
- met w/ Staff at			
Total Scope marketing to discuss details of cluster project.			



CS4NH News December 2016

EDSC: ^{Dance} ^{Childhood} ^{School counseling} ^{school psychology}
^{work} ^{philosophy}

* Fall 2016 ^{structure} ^{forward}
 meet monthly 2 hrs w/ ^{Agendas}
 7-8 projects approved
 academic yr / summer
 attendance < 10 participants

* → NEW Early Childhood Studies
 December project being proposed
 good integration of grade 16

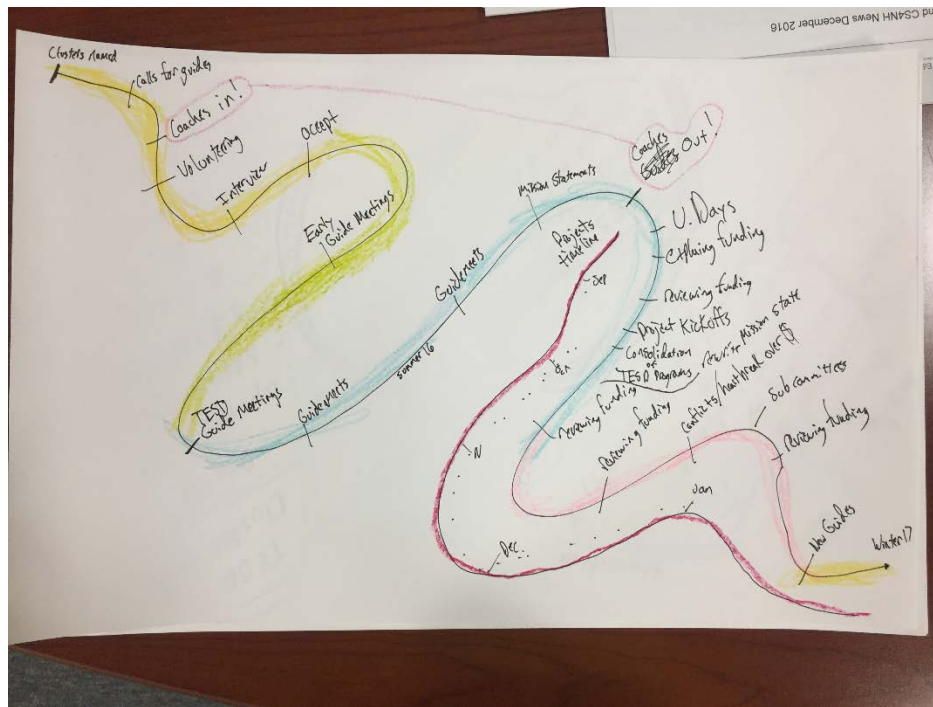
Aug 2016 ^{baseline} 1st Success: Mission Aug. 2016
 2 facilitators/guides (16-18 grad)
 CRASHA & Cindy

— brainstorming & 15 discussions/conversations
 w/ more students & partners
 broadening relationships

* Process Success
 as soon as project
 proposal received,
 reviewed asap,
 edits/revs/
 phone - email
 communications
 to proposers
 have guides work
 together

* Sense of
 cohesiveness
 following Rocky start

Forming storming
 norming
 performing
 Working collaboratively
 vs. individually



Innovation and Entrepreneurship:



TESD:



Justice and Security:



Arts and Technologies:
ALL TOGETHER IN ONE GROUP.

Education, Democracy and Social Change:



Health and Human Enrichment:



Exploration and Discovery:

